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FORT VON STEUBEN

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**DEPARTMENT OF THE ARMY INSPECTOR GENERAL AGENCY
TRAINING DIVISION
FORT BELVOIR, VIRGINIA 22060-5935**

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Installation Facts

Fort Von Steuben is located 70 miles southwest of Richmond, Virginia, and includes its two subposts, Conway Army Airfield (CAAF) and Camp William North. Fort Von Steuben was one of the original sites where the Continental Army mobilized and trained during the Revolutionary War.

CAAF is located 11 miles northeast of main post and is the home of the 66th Aviation Brigade. Formerly a USAF base, the airfield was transferred to the Army and Fort Von Steuben in 1973.

Camp William North, located 43 miles north of Fort Von Steuben, is home of the 46th Infantry Brigade (Mechanized) (VAARNG), Headquarters, 27th Artillery Brigade, and Headquarters, 44th COSCOM. The camp is used extensively by elements of the VAARNG for training and equipment storage.

The 66th Infantry Division (Mechanized), located on main post, is subordinate to II Corps. The division consists of two active brigades and one roundout brigade.

FT. VON STEUBEN DATA

Size:	127,988 acres
Main Post	77,139 acres
CAAF	5,651 acres
Camp William North	45,198 acres
Maneuver area:	84,837 acres
Impact area:	26,671 acres
Cantonment area:	2,040 acres
Maintenance space	310,004 sq ft
Average temperature	54 degrees
Average snowfall a year	15 inches
Active-duty soldiers:	16,324
Civilian work force:	3,450
Family members:	21,765
Retirees:	2,209
Number of on-post housing units:	3,172
Bachelor officer quarters:	196
Bachelor senior NCO quarters:	58
Barracks spaces available:	8,462
Reserve Component personnel:	
Attending annual training:	26,802
Attending weekend training:	11,653
Mobilization population:	45,554

Divisional Units**1st Brigade**

2-66 Mech
 3-66 Mech
 4-66 Mech
 3-79 Armor

46th Brigade (VAARNG)

1-46 Mech
 2-46 Mech
 1-6 Armor
 1-46 FA
 46 Spt Bn
 462 Sig Co

3d Brigade

1-79 Armor
 2-79 Armor
 5-66 Mech

DIVARTY

3-60 FA
 4-60 FA
 A/6-60 (MLRS) FA

66th Aviation Brigade

Co A, 1/18th ATC
 1-66 Avn
 2-66 Avn
 3-66 Avn
 6-6 Cav

DISCOM

Main Spt Bn
 1st Fwd Spt Bn
 3rd Fwd Spt Bn
 Acft Maint Co
 66th Chem Co

Division Troops

1-6 ADA
 66th Sig Bn
 66 MI Bn
 66 Engr Bn
 66 MP Co
 Div Band

Non-Divisional Unit

HQs, 27th Arty Bde (II Corps)
 533d S&S Bn
 123d Engr Co
 HQs, 44th COSCOM (USAR) (II Corps)
 199th Maint Bn
 144th Supply Bn
 66th Air Support Operations Squadron(USAF)
 66th Weather Flight
 A, B, C, & D Flights (Air Liaison)

Other Tenant Units/Activities

Coudray Army Hospital/Director of Health Services
 Mary Beth Dental Clinic/Director of Dental Services
 Defense Reutilization & Marketing Office
 Defense Commissary Agency
 Fort Von Steuben District, 2d Region, USACIDC
 Red Cross
 Defense Investigative Service
 US Army Engineer District Area Office
 Mobilization and Training Equipment Site

Commander's Guidance

This is your first tour at Ft. Von Steuben. The following is the guidance the Commanding General gives to his Inspector General:

1. General

a. You are part of my personal staff. You work directly for me.

b. I want to employ your talents to benefit this post, the people on it, the Army, and to keep me from doing anything dumb.

c. Initially, I want you to take some time to look, see and hear what is going on. I am eager to hear your assessment of post and Division operations and your recommendations on how we can best use the talents and resources of the IG office.

d. Conduct all your business in a professional, objective manner. You might be forgotten during the decision making process. Do not take it personally. It's inherent with not being part of the coordinating or special staff. This means it is your responsibility to stay informed of what is going on in the command.

e. Philosophically speaking, I want you to get problems solved at the lowest possible level, and let the chain of command work. Be a friend to the battalion and brigade commanders and help them to be successful.

2. Assistance

a. I want you to reinforce use of the chain of command with soldiers in solving problems. Encourage soldiers to give the chain of command a chance to work the issue first and then return to the IG if the problem is not fixed. Help the chain of command to be heroes whenever possible.

b. Be especially responsive to the soldier's needs. Treat every case as important. The soldier entering your office thinks it is important or he would not be there seeking help. Do not forget the importance of the family and civilian members of the command. Ensure they all get fair and equal treatment.

c. I want you to work EO problems that are brought to your attention but keep the installation EO office informed of cases you are working.

d. Develop a method to identify possible systemic problems in the command or specific units. Work with the chain of command to correct such problems, but tell me when I need to "weigh-in."

3. Inspections

a. I recommend you immediately review the Division organizational inspection program (OIP) and Green Tab Memorandum #1 (enclosed). Become familiar with both items.

b. I don't want to influence your post assessment but there is an area that concerns me: command inspections. I want you to evaluate those inspections and make an assessment on the effectiveness of our total inspection effort. I am not sure if we have a problem there with planning, execution or training. Things just don't seem to be going well. See what you can uncover.

c. Remember you are assigned to a post with combat, combat support and combat service support units that have the primary mission of closing with and destroying the enemy or of supporting those who do. Soldiers, organizations and equipment must be oriented and ready to conduct that mission on short notice. Keep that in mind in everything you do.

d. Speaking of wartime, make sure your shop is also ready for war. Review your shop mission essential task list (METL) and preparations for overseas movement (POM). I want your thoughts on how to best use the IG when we have to deploy into combat.

4. Investigations and Inquiries

a. I want to define your inquiry and investigation efforts. With my approval you will inquire or investigate cases involving systemic issues and serious allegations concerning senior leaders. Bring your recommendations to me before beginning inquiries. You may conduct a low key preliminary analysis of prospective cases before seeing me with recommendations. With regard to allegations concerning myself, I expect you to comply with AR 20-1 about investigations of General Officers. Ask DAIG for permission to advise me of the allegations and if they grant permission, then I expect you to personally brief me on the issue.

b. I am especially sensitive to issues that are on the edge of criminality. For example, in cases of alleged adultery involving senior personnel (CSMs, BN CDRs and above), I will probably have you initiate an inquiry. I expect you to keep your proceedings confidential. I expect these cases to be conducted expeditiously. If in doubt about the propriety of your inquiry, consult with the SJA and then together see me. In my absence you will consult with the acting commander for guidance. I expect the results of your inquiries to be detailed and stand alone documents. Get to the point. A summary sheet will be best.

c. On occasion I will require you to conduct inquiries and investigations to look into matters concerning systemic issues. These will address issues that surface as a result of inspections or come to my attention through the staff or outside agencies. Items of specific congressional interest are also important and may require your inquiry or investigation.

d. You will never conduct an investigation without my approval. I will sign your directives. My acting commander can sign them in my absence. On your action memorandum soliciting my signature for a directive I want an estimate of the time required to complete the investigation. I expect you to be right and thorough but also you must make these cases a high priority and therefore I expect them to be conducted expeditiously.

5. Keeping Me Informed

a. I want to be kept informed of what is happening in the command with respect to soldier problems, investigations, inquiries and inspection results. Let's plan to meet, as a minimum, on a weekly basis.

b. I do not expect you to brief me on every little problem. Keep me informed on those matters, actual or perceived, which affect or have the potential to affect the morale, training, discipline and order of the command. I especially want to know about issues involving drugs, racism, sexual discrimination and the abuse of command authority.

c. Keep the Chief of Staff informed and coordinate closely with his staff. Finally, remember, you are a staff officer, but you report to me as one of my personal staff.

3/8/01

DEPARTMENT OF THE ARMY
HEADQUARTERS, 66TH INFANTRY DIVISION (MECHANIZED)
FORT VON STEUBEN, VIRGINIA 22606

AFVS-CG

1 January 1997

Green Tab Memorandum #1

SUBJECT: 66th ID (M) and Ft. Von Steuben FY 97 Objectives and Assessment Guidance

1. Objective

The objective of this memorandum is to provide a framework for improving operational readiness in peace and war by monitoring performance within the Division and Fort Von Steuben. We will accomplish this by evaluating strengths and weaknesses and reshaping priorities, policies, and plans to overcome assessed weaknesses and to sustain demonstrated strengths.

2. Army Imperatives

We must be aware of and take into consideration the direction of the Chief of Staff, Army (CSA), in everything we do. The CSA has focused the Army's readiness efforts by balancing six fundamental imperatives: *quality people, doctrine, force mix, training, modern equipment, and leader development.*

a. *Quality people* are the defining characteristic of a trained and ready Army. They are the single most important requirement for the Army's success today and in the future. Quality people are versatile enough to respond rapidly to unforeseen situations. They are critical to successful mission accomplishment.

b. Our *doctrine* provides guidelines for the conduct of military operations. It establishes the intellectual and theoretical foundation for our disciplined evolution to the future.

c. We must have the appropriate *force mix* of heavy, light, and special operations units, their supporting elements, and sustaining base activities. A proper force mix ensures the Army's ability to project a tailored, sustained land combat capability worldwide.

d. *Training* ensures that soldiers, leaders, and units are prepared to fight and win. The Army has set the training standard for armies everywhere. Our demanding training and high standards are absolute requirements for a ready force.

e. *Modern equipment* takes advantage of our nation's technological strengths. Modernization is essential as we prepare to enter a new century. A smaller army requires increased lethality, and obsolete equipment must be replaced. The Army's modernization objectives serve to focus our modernization efforts.

f. *Leader development* is key to Army success in peacetime as well as in combat. Today's soldiers are tomorrow's leaders. They take time to develop, but the development of confident, competent, and professional military and civilian leaders is our most enduring contribution to the future of the Army and the Nation.

3. Discussion

a. I expect every commander and staff member to gather and analyze evaluation data and begin working immediately to correct deficiencies within their authority to fix. I then expect those personnel to concurrently prepare recommendations for improvement on those areas that fall outside their authority to resolve.

b. Within our control, there are three elements that help ensure mission accomplishment at every level within the Division and installation. Those elements are:

1. Training
2. Resourcing
3. Policy making and administration

c. Most deficiencies can be traced to one of these elements. To some degree, weaknesses in one can be compensated for by emphasis on the other two. Our goal is to maximize effectiveness in all three areas.

d. In making decisions, I expect leaders to rely on feedback from a number of sources, ranging from personal observation to reports of FTXs, CPXs, inspections, audits, and other activities. These sources can be internal or external to the Division. Some of these are listed in FM 25-100, Training the Force, and in AR 1-201, Army Inspection Policy.

e. Leaders must constantly evaluate and assess. For planning purposes, the formal methods for conducting organizational assessments will be Quarterly Training Briefings (QTB), annual updates to this policy letter, Command Training Guidance, and the Organizational Inspection Program.

4. Assessment Guidance for FY 97

a. Vision

The 66th ID (M) must be the Army's best division, trained and ready for victory. It is a total force of quality soldiers and civilians. We must be a values-based organization and an integral part of the Army team, able to respond to our Nation's needs. We must be able to change to meet the challenges of today, tomorrow, and the 21st century.

b. Focus

1. All activities in the Division must contribute to the mission of the Division and its subordinate elements. The ability to fight and win on the modern battlefield is the prime focus. Preparing for that eventuality is our peacetime challenge.

2. Combat elements must make combat readiness and accomplishment of METL their first priority.

3. TDA organizations will focus on sustaining combat forces and preparing them to deploy. This includes performing mobilization functions related to the Reserve Components.

4. All organizations must carefully manage resources and respond proactively to the Army's reshaping efforts.

c. Methods

Inspectors and other evaluators will conduct performance oriented evaluations rather than rely on more indirect indicators of performance such as record keeping. This will require some imagination and innovative approaches to evaluations, rather than "doing it the way we have always done it."

d. Topics of Interest

I expect commanders to focus on evaluating the readiness of their units to accomplish their operational tasks. Division headquarters will evaluate subordinate elements in the following areas:

1. Deployment planning and execution.
2. Reshaping the Army initiatives.
3. Management of resources.

e. Implementation

The QTB provides the primary forum for subordinate commanders to express their assessments of their command's strengths and weaknesses. These briefings, combined with my personal observations as well as reports of inspections, audits, and other evaluations, will be input into my assessment of the Division's status. I will reshape priorities, policies, and plans based upon the picture these inputs portray.

1. Specific guidance about training, inspections, audits, and external evaluations are found in enclosures.

2. General guidance on readiness exercises, inspections, and audits in the Division follow:

a. Readiness exercises will concentrate on combat readiness at battalion and company levels. They will be conducted by headquarters two levels above the evaluated unit and will take the form of FTXs, CPXs, and TEWTs. They will normally last no more than 15 days and will culminate with an AAR, attended by the commanders of the inspecting as well as inspected units. Rotations to the National Training Center are some of the best sources of input to commanders' assessments of their units' capabilities and standards.

b. Initial command inspections will be planned and conducted IAW AR 1-201. Subsequent command inspections will concentrate on deployment and METL related plans and programs in headquarters at battalion level and above. Staff inspections and assistance visits will concentrate on administrative efficiency and compliance with regulatory standards at brigade level and below. IG inspections will focus on issues involving the downsizing of the Army as well as readiness issues.

c. Division Internal Review and Audit Compliance auditors will concentrate on economy and efficiency of fiscal activities starting with the finance and accounting center, the club systems, and then private organizations. They may take up to 6 months to complete and work in garrison.

5. Integration and Coordination

a. The Division G3 is responsible for coordinating all evaluation activities, including external evaluations by organizations above Division.

b. All subordinate commanders and staff will notify the G3 immediately concerning any audit, inspection, or other evaluation that has not been coordinated through the G3.

c. Conflicts will be resolved by the G3.

d. The Division Chief of Staff will be informed of any external evaluation team that visits any Divisional units without proper prior coordination.

6. Use of the Inspector General

a. The Division IG is available and qualified to train staff and unit inspectors in inspection techniques and inspection planning. For training all inspectors, the IG uses The Inspections Guide, a brilliantly written and extraordinarily sagacious guide published by the Department of the Army Inspector General Agency. This guide is available to all inspectors, not just IGs. Staff principals and unit commanders should arrange for inspections training directly with the Division IG.

b. The IG system is designed to track problems down to their root cause, and can pick up issues that are beyond the Division's ability to correct, such as conflicting Army Regulations. Commanders are encouraged to inform the IG of issues that they cannot resolve, so the IG can pursue them to resolution.

7. Announced and Unannounced Evaluations

a. There are advantages and disadvantages to announcing evaluations, just as there are to not announcing them. Each should be weighed on its own merits.

b. Unannounced evaluations are a valid way of determining the daily status of units. However, they can be highly disruptive of training and other necessary activities and generally make implementation of the tenets of FM 25-100 extremely difficult to follow. Therefore, no unannounced evaluations by Division headquarters will occur without my expressed approval. This includes both internal and external evaluations.

c. Announced evaluations by external agencies will be coordinated with the G3 and reflected on appropriate training calendars and schedules.

8. Updates

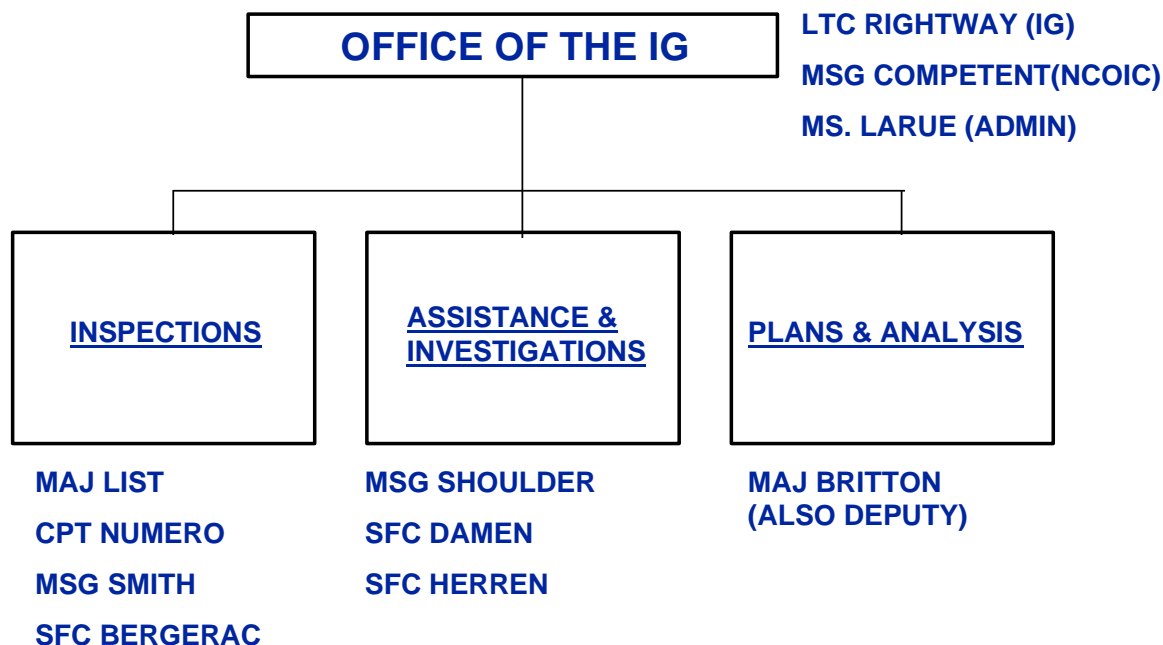
I will update this Green Tab Memorandum annually, to reflect needed changes. Interim guidance will be provided as necessary. I will publish Green Tab Memorandums from time to time outlining goals and objectives and principles for the Division and the post.

MOTTIN De La BLAME
Major General, USA
Commanding

DISTRIBUTION:
All newly assigned personnel

Organization of the 66th ID (M) IG Office

66th ID (M) INSPECTOR GENERAL'S OFFICE



<u>NAME</u>	<u>BRANCH/MOS</u>	<u>POSITION</u>	<u>PREVIOUS</u>
LTC Rightway	Infantry	MTOE	BN CDR
MAJ Britton	Artillery	TDA	BN XO/S3
MAJ List	Armor	MTOE	BN XO
CPT Numero	Aviation	TDA	CO CDR
MSG Competent	Personnel	TDA	BDE PSNCO
MSG Shoulder	Infantry	MTOE	1SG
MSG Smith	Supply	TDA	BN S4 NCOIC
SFC Bergerac	Maintenance	MTOE	BN Motor NCOIC
SFC Damen	Personnel	TDA	BN PSNCO
SFC Herren	Infantry	TDA	Drill Sgt
Ms. LaRue	Admin	TDA	Exec. Sec.